

# Technical Advancement Skills Coaching for Employees and Supervisors

Montgomery County Public Schools



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## Coaching Overview

### Technical Advancement Skills Coaching is ....

- a process that is used to increase employees' job knowledge and skills for job advancement.
- a formal practice wherein the candidate is to *observe*, *question*, and *explore*, and the coach is to *demonstrate*, *explain*, and *model*.
- a joint venture, where the candidate shares the responsibility for learning
- a continuous learning experience that combines observations, studies and thoughtful analyses.

Coaching is **NOT** performing *uncompensated* work at the next ITSS skill level under the supervision of a coach.



# The Coaching Experience

## GOAL:

The coaching experience should prepare the candidate to perform the skills and abilities needed for career advancement as an ITSS.

## PROCESS:

Candidate submits a **Request for a Coach** to the Department of Technology Management and Planning.

Once available, a coach is assigned to the candidate. Candidate, supervisor and coach are notified.

Candidate and coach meet to discuss goals and plan logistically for the coaching relationship. Submit to Coaching Coordinator.  
(Complete **Planning and Goal Sheet**)

Coaching occurs; candidate completes a minimum of 40 hours.  
(Maintain **Coaching Logs**)

Upon reaching established goals and completing at least 40 hours, coach contacts Coaching Coordinator to report completion of process. Certificate is issued and submitted to candidate's supervisor, with copies to candidate and coach.  
(Coach submits **Request for Payment**)

# For Prospective Coaches

## COACH QUALIFICATIONS

In order to coach an ITSS employee, you must be at or above the grade level the employee is seeking for advancement. Additionally, you must have been employed by MCPS for a minimum of 2 years as an ITSS II or higher and be meeting competency in all areas of the Professional Growth System.



To be an effective coach, you must be able to allocate time for the employee you are coaching. Coaching requires a significant time commitment that is in addition to your normal working hours.

Most importantly, coaches should be committed to developing employees and building capacity within MCPS, possess a desire to share what they have learned to help their colleagues advance their skills and further their career, have effective communication, interpersonal and building relationship skills, and exhibit leader-like behaviors including optimism and integrity.

Once you have expressed interest in becoming a coach, you will be asked to obtain recommendations from your supervisor and 2 additional MCPS colleagues (form on Page 12).

## COACH TRAINING

Prior to coaching an employee, first-time coaches must complete the training *Technical Advancement Skills Coaching Overview*, which will:

- define the roles of coaches and candidates in detail
- communicate the expectations of coaches and of candidates
- explain the ITSS coaching process and procedures

### *Can I be a Coach?*

- Are you an ITSS II or above, meeting competency in all areas of the Professional Growth System?
- Do you have time, beyond your regularly scheduled hours, to devote to the mentoring relationship?
- Do you want to help someone else advance their skills and further their career?

If you answered YES to all three questions, contact the Office of Technology Management and Planning to make yourself available for employees seeking mentoring.

## COACH EXPECTATIONS

To create a successful coaching experience for the employee seeking advancement, coaches are expected to:

- Participate in the *Technical Advancement Skills Coaching Overview* training
- Initiate and maintain weekly/monthly contact (*approximately* 1 hour a week, or 4 hours a month) with the candidate that totals a minimum of 12 hours during the coaching experience
- Maintain confidentiality
- Maintain a coach log
- Establish a supportive relationship with candidate
- Demonstrate, explain and model skills and techniques
- Collaborate with candidate to identify skill areas for development
- Provide learning experiences to prepare the candidate for success at his/her next career level
- Provide a broad coaching experience that will assist the candidate in passing tests required for advancement
- Provide continuous feedback to the candidate
- Report completion of the coaching experience



## COACH REPORTING

The following documentation must be completed and submitted to verify the coaching relationship.

- **Coaching Planning and Goals**
- **Coaching Logs** (one for the coach and one for the candidate)
- **Coaching Request for Payment**

## COACHING COMPENSATION

The coaching relationship must consist of a minimum of 40 hours of training for the candidate, including hands-on training. It is essential that the coaching experience focus on training that meets the needs of the candidate. Also, both the coach's and employee's time must be well documented.

■ **How much is the stipend?**

Coaches will be paid \$300 upon completion of the coaching experience.

■ **Do I have to be with the candidate during all of the coaching experiences?**

No. You can assign tasks for the candidate to complete independently.

■ **Can I coach more than one employee at a time?**

No, the experience is intended to provide individualized, one-on-one learning. However, upon completion of one coaching experience, you may resubmit your name as an available coach for another employee seeking a coaching experience.

■ **When will the stipends be paid?**

Upon completion of the coaching experience, stipends will be paid once the coach has submitted all paperwork, including the request for payment form and the Coaching Log. The Coaching Log should document how you achieved the requirement for a minimum of 12 hours of coaching contact with the candidate. The Candidate Log should document 40 hours both coaching contact and independent training or learning experiences.

■ **How do I know if I have been paid?**

You will see your payment on your *ePayStub*.

■ **Do I need to submit my Coaching Log?**

Yes, a copy of the Coaching Log must be submitted with your Request for Payment to document your hours.

■ **Whom do I contact if I have questions?**

Contact the Coaching Coordinator.

# For Candidates Seeking a Coaching Experience

## CANDIDATE REQUIREMENTS

Prior to requesting a coach, the employee must enroll for career advancement by completing and signing “Part I. Enrollment in the Career Advancement Process” of the *Job Banding Career Advancement* form.

To initiate a request for a coach, PONY a copy of the *Coaching Request* form and your completed “Enrollment in the Career Advancement Process” form (MCPS form 336-84) to:

Coaching Coordinator  
Suite 102, Gaither Road

You will be notified as soon as a coach is available.

## EXPECTATIONS

In order to experience a successful, rewarding coaching relationship the employee seeking coaching should:

- Be willing to accept constructive feedback
- Have *time beyond his/her schedule working hours* to devote to the coaching relationship and experience
- Constantly *observe, question, and explore*
- Be willing to share responsibility for learning
- Be seeking advanced skills and training to move up to the next career step
- Display the proper attitude and behavior in the workplace

It is expected that you will collaborate with your coach to gain the experiences needed to advance in your career.

## LEARNING GOALS

Throughout the coaching experience, your coach will provide experiences in a variety of areas. During the initial coaching planning meeting, each coach/candidate pair will discuss the interests, needs, and goals of the candidate as they relate to advancing to the next level. The coach will create and provide opportunities tailored to the needs of the candidate.

## COMPLETION

The coaching experience is complete once the coach and candidate agree that:

- the candidate has documented a minimum of 40 hours of learning experiences
- the candidate's personal goals, as stated on the Coaching Planning and Goals sheet, have been attained.

When these items are completed, the candidate should ensure that his/her coach has submitted all paperwork to the Coaching Coordinator for verification. Once the coaching documentation has been received and reviewed, a Certificate of Completion will be sent to the candidate's supervisor, with copies sent to the candidate and coach.

## FAQ's

❏ **When am I eligible to request a coach?**

Employees are eligible to request a coach after they have officially enrolled in job banding career advancement using MCPS form 336-84.

❏ **How long will the coaching experience last?**

The coaching experience will be unique for each coaching pair. However, it is expected that the coaching experience will range from a minimum of 2 months to a maximum of 6 months.

❏ **Can I elect to be coached more than once?**

You may select the Coaching option once each time you enroll in job band career advancement. (For example, you may be coached when you band from a 20 to a 23 and then again if you would elect to Band again from a 23 to a 25.).

❏ **What if my coach and I do not get along or I don't think the coaching experience is meeting my needs?**

Contact the Coaching Coordinator as soon as possible.

❏ **If I have other questions or concerns, who should I contact?**

Other questions and concerns should also be directed to the Coaching Coordinator.

# Forms

- ✧ Recommendation Form for Prospective Coaches
- ✧ Coaching Request
- ✧ Coaching Planning and Goals
- ✧ Coaching Log
- ✧ Coaching Candidate Log
- ✧ Coaching Request for Payment

**CONFIDENTIAL**

# ITSS Job Banding: Technical Advancement Skills Coaching Option

## Recommendation Form for Prospective Coaches

**Directions:** Complete the top portion of this form. Make 3 photocopies and distribute to your references. Remember that one of your references must be your current supervisor and the other two must be MCPS colleagues.

**To be completed by the prospective coach:**

Name \_\_\_\_\_

Job Title \_\_\_\_\_

**To be completed by references for the prospective:**

Name \_\_\_\_\_ Job Title \_\_\_\_\_

Relationship to prospective coach: (circle one) Supervisor      Colleague

**\*\* This form is confidential and will not be shared with prospective coaches at any time. \*\***

Rate the prospective coach in each of the areas below using the following scale.

5 = strongly agree    4 = agree    3 = agree    2 =disagree    1 = strongly disagree

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. The prospective coach has strong people skills.                   | 5 | 4 | 3 | 2 | 1 |
| 2. The prospective coach demonstrates competency in job skills.      | 5 | 4 | 3 | 2 | 1 |
| 3. The prospective coach is able to model <u>and</u> explain skills. | 5 | 4 | 3 | 2 | 1 |
| 4. The prospective coach has strong communication skills.            | 5 | 4 | 3 | 2 | 1 |
| 5. The prospective coach has strong time management skills.          | 5 | 4 | 3 | 2 | 1 |

**Overall recommendation: (please circle one)**

Highly recommended

Recommended

Recommended with reservations

Not recommended

Signature \_\_\_\_\_ Date \_\_\_\_\_

Please submit the completed form to:  
**Coaching Coordinator**  
Gaither Road, Suite 102

Employee Name		Employee ID number	Today's Date
Job Location			Current Job and Level
Pony Address			Email Address
			Phone Number
Supervisor's Name		Supervisor's Pony Address	
Supervisor's Phone Number			
Additional Notes (optional)			

\_\_\_\_\_ Employee Signature

**To complete your coach request:**

- Send a copy of this form and
- A copy of your completed "Enrollment in the Career Advancement Process," MCPS form 336-84 (***MUST*** be signed by your supervisor)

**TO:**  
**Coaching Coordinator**  
 Gaither Road, Suite 102

ITSS Job Banding  
Coaching Planning and Goals Sheet

Planning Meeting Date \_\_\_\_\_ \*\*

Candidate \_\_\_\_\_ Coach \_\_\_\_\_

**CONTACT INFORMATION**

**CANDIDATE**

Cell Phone \_\_\_\_\_  
Office Phone \_\_\_\_\_  
Email Address \_\_\_\_\_

**COACH**

Cell Phone \_\_\_\_\_  
Office Phone \_\_\_\_\_  
Email Address \_\_\_\_\_

**Best times for mentoring meetings**

**Goals to achieve upon completion of the coaching experience**

- 1.
- 2.
- 3.

**Specific skills or topics candidate would like to address throughout experience**

**\*\* The coaching experience must be completed within 6 months of the date of the planning meeting.**

# ITSS Job Banding Coaching Log

Candidate Name \_\_\_\_\_

Coach Name \_\_\_\_\_

In the table below document and briefly describe any contact you have with the candidate. Contact should occur approximately once a week for an hour or 4 hours in a month. A minimum of 12 hours of contact must be documented to receive compensation.

Date	Type of Contact (In Person, Phone, Email)	Duration	Brief Description of Contact

Continued on next page

## ITSS Job Banding Coaching Log - continued

Date	Type of Contact (In Person, Phone, Email)	Duration	Brief Description of Contact
<b>Total Hours</b>			Signature of Coach: _____

**Duplicate page 1 of this log to document additional contact experiences.**

Upon completion of mentoring experience, submit a copy of this form to:

**Coaching Coordinator**  
Gaither Road, Suite 102

# ITSS Job Banding Coaching Candidate Log

Candidate Name \_\_\_\_\_

Coach Name \_\_\_\_\_

In the table below document and briefly describe the activities you complete during your coaching experience. Remember to document your meetings with your coach, which should occur approximately once a week for an hour or 4 hours in a month. To complete the coaching program, you must document a minimum of 40 hours.

Date	Duration	Brief Description of Activity

Continued on next page





ITSS Job Banding  
Coaching Request for Payment

Coach Name \_\_\_\_\_

Employee ID Number \_\_\_\_ \_

I, \_\_\_\_\_, certify that I have completed a minimum  
Coach Name  
of 12 contact hours while coaching \_\_\_\_\_, from  
Candidate Name  
\_\_\_\_\_ to \_\_\_\_\_ .  
Start Date End Date

\_\_\_\_\_  
Coach Signature

\_\_\_\_\_  
Date

